

2.02.00.00 - PROJECT DEVELOPMENT

2.02.01.00 Transportation Project Development Process

The transportation project development process starts with initiation of feasibility studies in accordance with the Project Development Procedures Manual (PDPM). The process covers project report studies, community interaction, environmental studies, clearance documents, alternatives, and public hearings all leading to completion of the plans, specifications, and estimates (PS&E), and ends with the completion of construction. Current Department policy requires that project reports be prepared on all transportation development and improvement projects. Right of Way participates in this process by being part of the project development team and by producing a R/W Data Sheet, which contains the estimated R/W capital outlay requirements for the project.

2.02.02.00 Caltrans Project Management

The Department has embraced project management as its methodology for carrying out its transportation project development mission. Project management emphasizes planning, monitoring, and managing project delivery activities and resources to deliver the right project, at the right time, within budget, and with the quality promised. Project management emphasizes communication in a team-based environment. The project manager, functional managers, project management support personnel, and district managers work together to deliver the project. As part of this effort, the Department has developed a Project Management Handbook that sets forth the policies, goals, organizational structure, and roles and responsibilities of the project management organization. Right of Way participates as an active member of the project management team, generally as a functional team member.

To support the Department's project management program, each District Division of R/W has created a R/W Project Coordinator position. Establishment of the R/W Project Coordinator position in each district is responsive to customer needs and results in enhanced communication among branches in the Department, thereby aiding in project delivery and bringing projects in on time and within estimated

cost. The specific duties and responsibilities of the R/W Project Coordinator are set forth in the R/W Project Coordinator Handbook.

2.02.03.00 Hazardous Waste

The Department's policy in the development of transportation projects is to consider fully all aspects of potential hazardous waste sites. Contaminated property is acquired only after adequate prior investigation and proper contractual and valuation safeguards are incorporated in the property acquisition process. The property owner shall complete remediation of contamination, if possible, prior to the Department's acquisition of the property. Where cleanup by the owner prior to acquisition is not possible, an exception to the policy must be requested from the Deputy Director, Project Development and Deputy Director, Planning. The PDPM sets forth the exception process and items to be addressed in the exception request. (See also memo dated August 16, 1995, Approval Process for Acquisition of Hazardous Waste Contaminated Property, Weaver/Hendrix.)

Project Development is the lead unit responsible for identifying, investigating, and cleaning up hazardous waste on required right of way. Right of Way, as part of the project development team, assists in the identification and investigation phases whenever possible and provides the primary source of contact with property owners and operators. Each district has a designated district R/W hazardous waste/materials coordinator. See Manual Section 7.04.12.00 for R/W's role in this phase of project development and valuation considerations relating to hazardous waste properties.

2.02.04.00 Risk Taking

Right of Way is constantly challenged with new laws, regulations, and policies and the application of policies and procedures to real-life situations. Right of Way sometimes faces unique situations that require judgment decisions when specific guidance for forming the decision is not available from law, regulations, or policies and procedures. Right of Way sometimes must take calculated risks to deliver its product. The following statement

provides some guidance for making decisions involving risk taking:

A RISK is defined as a legal and planned deviation in business practices or policy application consistent with delegated authority and a fiduciary position that results in time or dollar economies for the Department.

Prior to making a decision regarding a risk situation, the following factors should be considered:

- Is the risk decision legal?

- Is this informed decision consistent with the Department's policy and practice of being good stewards of our assets?
- Is the decision consistent with delegated authority?
- Does the decision consider the rights of those involved?
- Does the decision consider the corporate view?